

SECTOR FACILITY PROFILE

SURINAME

JANUARY 15, 2004

Project name: Strengthening of Public Sector Management Program

Project number: SU-0027

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Borrower: Republic of Suriname

Executing agency: Ministry of Home Affairs

Financing plan:

IDB:	US\$	5 million
Local:	US\$	1.25 million
Total:	US\$	6.25 million

Tentative dates:

Programming Committee:	February, 2004
PRE Approval:	March, 2004

I. BACKGROUND

A. Road map on public sector reform and justification for an early intervention

- 1.1 Public sector reform (PSR) in Suriname has been a concern for the Government and relevant stakeholders during the last and current decades. The size of the public sector, efficiency shortcomings and its limitations for providing more effective support to national objectives, are an impediment for development, and had led to a growing understanding in the country of the need for public sector reform. However, the road map for such reform is still to be defined.
- 1.2 The Bank is in the process of reviewing a technical cooperation (TC-98-11-078) to assist the country in defining a road map for medium and long-term public sector reform, including a study on main issues, policy options, and a national policy dialogue that is expected to lead to a broad consensus among major stakeholders on these matters. The road map objective is to achieve a comprehensive working and feasible plan for a progressive and coherent reform

of the public sector in Suriname that, if completed, will be an important reference for future programming of operations by the Bank and other donors.

- 1.3 In parallel, the Government has asked to prepare a project for addressing selected public sector management issues. This early intervention is justified by: (i) the need for providing credibility through “early winners” to the national dialogue on medium and long-term reform; (ii) the feasibility of starting selected institutional strengthening operations which diagnostics are well advanced; (iii) the need for strengthening selected public sector managerial systems which sound functioning provide a good basis for further reforms; and (iv) given the high visibility of these systems any improvement would contribute to gain support for the rest of reforms. For its characteristics and clear malfunctioning, the components proposed in this project fit into any possible version of road map for public sector reform to be adopted in the country, and qualify for an early intervention.

B. Issues

- 1.4 Areas that require an early intervention include: (i) civil service management; (ii) civil registry; and (iii) public sector procurement.
- 1.5 ***Civil service management.*** Among the issues identified affecting the civil service and public employment in general, one can stress: (i) the per capita size of the central government and parastatals employees is significantly higher than it is necessary for being efficient and effective¹; (ii) civil service is bottom heavy and remunerations are significantly below the private market, which tends to drain the best trained and experienced staff out of the public sector; (iii) lack of effective control of public management and public sector performance –internal and external accountability is very weak; (iv) obsolete jurisdiction and regulations that does not enable modern administrative practices; (v) overlapping responsibilities among many agencies; and (vi) weak institutional capacity of Ministry of Home Affairs’ units in charge of managing public service.
- 1.6 Regarding current civil service regulations that make it difficult to perform sound human resource management practices, the following problems have been identified:
 - a. ***Recruitment.*** Recruitment of civil servants does not occur through a competitive process. The Personnel Act does not provide any instruction on recruitment. New employees usually apply for positions after being drafted by a patron. Since 1970 an official personnel freeze is in effect, which determines that no additional civil servants can be recruited. The law

¹ Out of approximately 200,000 work force and 100,000 formal sector employees, the central government employs close to 36,000 civil servants. To this number, have to be added an estimate of 15-17,000 employees of the 120 public enterprises and parastatal agencies. Most of these entities present chronic financial deficits that require subsidies, adding an extra fiscal burden to the central Government. According to estimations, public servants and employees may represent more than 25% of the economically active population (50% of formal workforce), while this figure reaches an average of just 10% in LAC; or 12% out of the total of Surinamese population compared to 4% in LAC.

provides for inter-ministerial transfers of qualified personnel. An exception is made for qualified personnel that are not found among current employees in the public sector. In that case, the Vice President has to approve the hiring. The personnel freeze has not been effectively enforced. The current administration is committed to improve the enforcement of this regulation.

- b. *Scale and remuneration.* The Auditor General reports that ministries do not have a consistent policy when it comes to placing personnel in a specific rank or scale, regardless of what the Remuneration Act states.
 - c. *Salary increase and promotion.* Civil servants receive an automatic increase in salary on an annual basis regardless of their performance, as long as they remain in the scale corresponding to their position. Promotions are left to the discretion of the Ministry from grade 1 to 14. A recommendation from the Ministry of Home Affairs (MHA) is required for grade 15 till 17. For higher grades, promotions must be approved by the Council of Ministers.
 - d. *Dismissal.* The President, a Minister or a permanent secretary can remove a civil servant from his or her position. However, since the Personnel Act does not provide an accurate definition as to on which grounds and through which procedures an employee can be dismissed from a position, defining the proper justification for dismissal remains a problem. Employees may therefore be suspended but at the same time could continue receiving their salary.
- 1.7 **Civil registry.** The Civil Registry of Suriname (CBB) is legally empowered to track and register all events related to births, deaths, marriage, divorce, registration of parental custody, address registration and changes, issuance of ID cards, renewals and extensions of passports, vote registration, and voting lists when elections take place. CBB also has responsibilities over the official registration of streets and allocate numbers to buildings and lots. In some cases this kind of certificates are needed to access certain government benefits such as access to public education, medical assistance, pensions, and other social security benefits. Finally, the civil registry plays a role as the generator of crucial statistical information necessary for demographic studies and social services planning.
- 1.8 Main problems identified include:
- a. *Inefficient procedures and duplication of tasks.* While there is a regular update of CBB's² central database, the routines and workflows procedures have not changed in decades resulting in cumbersome workflows and delays. All events are recorded twice, once in the register of the general system and the other for statistical purposes. There are no manuals or formal instructions or procedures for staff to follow. This situation creates inefficiencies and loss of information. For example in the case of the immigration service, the

² Centraal Bureau voor Burgerzaken (CBB - Central Bureau for Civic Affairs, Ministry of Home Affairs)

boarding cards filled by people arriving or leaving Suriname are not processed. The level of automation and computerization is extremely low.

- b. *Unreliable data, unsound physical storage.* CBB has no appropriate back-up policy, except for annual books that are filed at two different locations with severely limited storage capacity. The files are in bad condition due to water damage, broken glass panes, and lack of de-humidifier or air conditioning. The electronic data is kept on the main server and in one computer that lacks the required safety procedures and reliability for this task. Both computers are located in the same room. There are no fire prevention devices to assure files safety.
 - c. *CBB's Field offices in bad shape.* Only ten of the thirty-seven CBB's field offices have reasonable physical working environments. Most lack basic facilities for workers and security to protect the premises. Because of the civil unrest during the early 1980s field offices in some provinces closed and much of the vast Sipaliwini District is not currently covered by CBB operations.
- 1.9 ***Public sector procurement.*** Total public expenditure in Suriname has fluctuated between 40% to 50% of GDP, the highest among IDB country members. Consumption of goods and services, net of salaries and wages, represented 30% of central government expenditures in 2002 or 10.4% of GDP. These figures suggest the importance and impact that government procurement activities have in the Surinamese economy³. Following are the issues identified:
- a. *Obsolete, disperse, and overlapping legal and regulatory framework.* A multiplicity of legal instruments dating back to 1952 regulates different aspects of public procurement, constituting a source of jurisdiction overlapping and lack of clarity in policy and procedural requirements. Although in theory, the 1952 and 1953 Government Accounts Act governs public procurement, additional regulations supplemented by circulars and guidelines by each Ministry exists without clear consistency among them. This myriad of norms does not have any proper coordination or clear relation with higher rank norms, which makes enforcement difficult.
 - b. *Unclear procurement policies.* A number of basic policy and procedural requirements that are essential for creating a more transparent, efficient and enforceable procurement system are either missing or not clearly defined in the various laws, decrees or regulations governing the procurement process. There is installed capacity for formulation of procurement policy and monitoring compliance, and for ensuring clear and enforceable sanctions and enforcement mechanisms. There is no explicit requirement that open competitive bidding is the preferred or the default method of procurement.
 - c. *Cumbersome and costly procedures.* The existence of low discretionary acquisition thresholds led to a highly centralized procurement decision making process. The number of levels of examination are cumbersome and

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IADB, Governance in Suriname, Economic and Sector Study Series, April.2001

costly, and do not assure a proper, transparent contracting method. The Government has difficulties for assessing, comparing and controlling the value of government purchase of goods and services performed by the various agencies. The procedure for carrying out bidding evaluation is not clearly specified and there are no precise instructions on how a bidding process should be conducted (e.g., by the officer-in charge, or by a standing or ad-hoc evaluation committee).

- d. *Shortage of trained procurement officers.* Although the capacity of various agencies to carry out procurement with due considerations to economy, competition and transparency varies significantly, there is a general lack of procurement capacity in the government. There is no procurement officers' career path that assures the development of this capacity in the future.
- 1.10 *Transparency and accountability.* There is virtually no monitoring of procurement procedures. There is also insufficient advertising, especially for small and medium contracts. The rights of suppliers/contractors are only protected by good will since no institution, other than the procurement entity, is in charge of hearing complaints regarding the procurement process.

II. COUNTRY AND BANK STRATEGIES

A. Country Strategy

- 2.1 The President of Suriname has established a Steering Committee for Public Sector Reform headed by the Vice-President, and consisting of the Ministers of Finance; Home Affairs; Planning and Development Cooperation; Regional Development; Labor; Trade and Industry; Justice and Police; Social Affairs; and Education. An inter-ministerial technical group, operational since September 2003, will assist the Committee. This committee is intended to coordinate national efforts to develop a long-term agenda for public sector reform, as well as to oversee short term institutional strengthening.

B. Bank Strategy

- 2.2 The objective of the Bank's strategy for Suriname, articulated in the Country Paper of March 2000 (GN-2080-1), is to support policy and institutional reforms in order to improve institutional and incentive frameworks. The strategy designates five principal areas of strategic focus: (i) private sector development; (ii) improved governance and modernization of the state; (iii) human resource development and social inclusion; (iv) environmentally sustainable development; and (v) improved macroeconomic management. During the programming exercise in 2002, the strategic focus was narrowed to three key areas: (i) private sector development and export-led growth; (ii) social sectors; and (iii) public sector reform. Consequently, the program is consistent with the core strategy of supporting policy and institutional reforms as well as being in one of the three areas of strategic focus

III. OBJECTIVES AND PROGRAM DESCRIPTION

A. General objective

- 3.1 The program will provide assistance to the Government for redefining legal regulations and for technically strengthening the institutions related to civil service, civil registry and procurement in order to improve the efficiency, effectiveness and accountability of these public managerial systems.

B. Description

- 3.2 **Component 1: Civil Service reform.** The program will support the Ministry of Home Affairs, responsible for managing the civil service, to preparing a strategy for human resources management transformation and its corresponding legal reforms, and to create a functional human resource management information system and corresponding training. The size of public employment, although it is a clear issue, will not be addressed in this project. The technical cooperation that will assist the country to developing a public sector reform road map, mentioned above, is intended among other objectives to define a policy for downsizing the public sector.

- 3.3 This component comprises three sub-components:

- a. *Revision of the Personnel Act of 1962 to define a new civil service human resources strategy.* This sub-component will define a new set of incentives with the objective to balance the rights of civil servants on the one hand and the improvement of the quality and output of civil servants on the other. The new strategy will introduce clear competitive recruitment procedures and performance criteria that will serve as a basis for the remuneration and promotion policies, and will result in a revised personnel act including bylaws and operational guidelines. Specifically, this sub-component will include the following activities: (i) a study resulting in background papers to assess the Personnel Act, indicate lessons learned, and propose policy option to achieve the strategy objectives; (ii) consultation with relevant stakeholders to determine a new human resources strategy for the public sector; (iii) preparation of a strategy paper; (iv) drafting of the personnel act and all associated legal documents; and (v) preparation of an operational manual to explain new procedures.
- b. *Creation of a Human Resources Management Information System (HRMIS).* The creation of this system will enable government to improve control over administration activities. With the HRMIS in place, the Ministry of Home Affairs will be able to systematically acquire, classify and generate personnel and career information for the civil service. This information will be utilized for employment management and as a source for accurate personnel information. It will contain information on all authorized positions

and the corresponding salary scaling. The system will also be used as a tool to support personnel compensation, promotion and budgeting systems in the Government. A parallel activity to the construction of a HRMIS is the reorganization and institutional strengthening of the personnel management institutional setting in the Ministry of Home Affairs as well as in other ministries. A network system covering all human resources units in all 16 ministries and other relevant agencies will be installed. Specifically, this sub-component will include the following activities: (i) inventory and review of all running projects and databases in the Ministry of Home Affairs; (ii) establishment of a baseline of relevant management data, (iii) establishment of a link with the payroll system and consider necessary adjustments to the payroll system; (iv) design of a HRMIS, including a proper database; (v) design and installation of an automation system to support the HRMIS, (vi) advice on institutional setting to effectively operate HRMIS, (vii) acquisition of a network system; and (viii) launch HRMIS.

- c. *Training program.* A training program will be designed for the personnel of the Ministry of Home Affairs in charge of human resources and key human resources management officers of all ministries. This training program will focus on: (i) human resource management strategy; (ii) the HRMIS principles and functioning; and (iii) the use of computerized databases.

3.4 **Component 2: Improvement of civil registry.** The program will also assist the Ministry of Home Affairs to improve the operations and services of CBB by developing new and efficient operational procedures and by computerizing and networking the central and field offices that serve 75% of the population nationwide. In selected cases, field offices will be renovated to improve service to the public.

3.5 This component comprises three sub-components:

- a. *Modernization of the legal framework and procedures .* New operational procedures will be developed to avoid duplication of tasks, will streamline activities, and allow for a greater degree of automation. The small size of the field offices in the sparsely populated districts of Sipaliwini and Brokopondo will require special procedures because of their limited ability to be connected with the central office. Specifically, this sub-component will include the following activities: (i) review the current CBB regulatory framework and determine the changes needed to improve agency efficiency and effectiveness; (ii) review CBB procedures to analyze the time response for each type of service and its quality and develop new procedures as required; (iii) develop and implement a training program for the new procedures for CBB employees; (iv) develop and issue a CBB Procedures Manual for all CBB services preformed and a simplified version that will assist citizens seeking for CBB services; and (v) develop a procedure to serve remote districts by looking at new ways of delivering services and possible synergies with other institutions like the Medical Mission. Some procedures

will receive special attention like the issuance of ID cards, given the possibility of duplication, and the fact that it is widely used for tax, health and social purposes and the link with the immigration service.

- b. *Establishment of a management information system network and preservation of archives.* A computerized management information system network will be established in two stages. The first phase will develop and implement a local area network (LAN) at headquarters and the Flora field office in Paramaribo. Phase II will develop and implement a network (WAN) for the rest of the offices in Paramaribo, including the office responsible for the Sipaliwini and the field offices in Para and Wanica. The information system developed will allow for applications in the civil registry and common office applications, e-mail, and accounting and administrative functions. The system will also be used to archiving digitalized copies of registries and progressively start the processing of civil registries on an electronic basis. A basic Intranet and Internet infrastructure will be put into place. Specifically, this sub-component will include the following activities: (i) design of an adequate database; (ii) design of the LAN for headquarters and the WAN for Paramaribo, Para and Wanica and determine the hardware and software needs; (iii) determine the physical and electrical renovation needs at head quarters and the field offices to install the network; (iv) install the information system network; (v) develop and put into place a back-up system and establish safety policy for CBB; (vi) digitalize the files concerning civil registry and present a plan of operations for progressively processing civil registries on an electronic basis; and (vii) develop and implement a training program for staff in the operation of the system.
 - c. *Rehabilitation of CBB archives space and field offices.* This sub-component will examine the conditions of CBB headquarters and field offices facilities, specially the archives and make recommendations to rehabilitate them and maintain their safety. Specifically, this sub-component will include the following activities: (i) evaluate CBB's physical infrastructure and prioritize urgent rehabilitations; (ii) rehabilitation field offices; and (iii) rehabilitation CBB headquarter sections that are in need of repair, especially the enlargement of the archives and the provision for fire prevention.
- 3.6 **Component 3: Improvement of the public procurement system.** The project will assist the Ministry of Finance to improve the procurement regulatory framework and the procurement institutional setting.
- 3.7 This component comprises three sub-components:
- a. *Improvement of the procurement regulatory framework.* This sub-component is aimed at reviewing current procurement regulations, drafting a new public procurement law, introducing training activities and introducing short-term improvements on actual regulations and procedures. In order to achieve the goals of this sub-component, two critical actions must be taken:

- i. *Legislation review and proposal of new procurement regulatory framework and procedure.* This subcomponent supports GOS on the process of drafting, discussing and approving a new public procurement law. The law should be based on internationally accepted and prestigious trade law models, adapted to Surinamese reality. This unified model law on procurement of goods, works and services. The law will cover the necessary provisions to: (i) reflect the principles of centralized regulation and decentralized execution in procurement issues; (ii) cover Suriname public sector as a whole; (iii) establish a code of ethical conduct; and (iv) establish an independent protest and dispute body, providing an independent appeals structure to address complaints from aggrieved bidders.
 - ii. *Amendment to current procedures.* The goal is to support some immediate actions that can streamline procurement procedures in advance of a new regulatory framework, including: (i) progressively allocate procurement decision-making to the operational agencies, by increasing the reference thresholds; (ii) publish a procurement bulletin, both on paper and electronically, for dissemination of information on upcoming procurement opportunities, results of bidding processes, sanctions against certain bidders and officials engaged in fraud or corrupt practices -the bulletin should cover procurement of goods, works and consulting services that will apply to all public bodies at national and district level; and (iii) establish a uniform classification system according to the United Nations Central Product Classification and in line with the budget classification system to enhance the capacity of the Government to assess the value of goods and services purchased by various agencies. The project will finance: (i) technical assistance to MOF to set up new thresholds levels to public procurement; (ii) technical assistance to design the procurement section of the Official Gazette and outreaching activities to advertise the existence of this new section; and (iii) technical assistance to implement the uniform classification system.
- b. *Strengthening procurement regulations and control institutions.* The purpose of this subcomponent is to create a single agency responsible for procurement regulation after the issuance of the new law and to improve GOS capacity to enforce procurement regulations. The activities of this subcomponent comprise: (i) creation of the National Public Procurement Regulatory Office (NPPRO), a new department within the MOF to oversee and regulate on procurement issues, establishing its mission, terms of reference and staffing needs; (ii) elaborate the legal instrument that will create this department; (iii) elaborate a code of ethics for employees, implementing agencies, bidders, suppliers, contractors and consultants providing standards to apply during the procurement and execution of contracts; and (iv) strengthen the auditor's office on issues related to procurement so that it can become an effective controller of procurement activities in Suriname.

- c. *Creation of a Procurement Information System.* The creation of this system will help GOS to share all procurement information around the Public Sector by creating a central data base, posting all procurement activities, building a central data base for public sector providers and its evaluation and place the uniform goods and services classification system. The activities of this component includes: (i) Technical assistance in the area of the development and implementation of a Procurement Information System, including the following phases: detailed analysis, design, programming, documentation, and conducting a pilot test of the system; (ii) connectivity between the central database and the line ministries; and (iii) training activities in the usage and update of this data base.
- 3.8 **Component 4: Conduct an e-government readiness assessment in Suriname.** The purpose of this subcomponent is to evaluate ITC infrastructure in Suriname in general and in the public sector in particular. This study will serve as the backbone for a GOS ITC strategy as there are different ITC projects being implemented within this program and other initiatives funded by IDB and other donors. . The activities of this subcomponent include: (i) evaluate internet access and connection facilities in the country; (ii) assess IT resources in the Public sector and determine needs; (iii) study access and connectivity options (iv) study necessary IT applications and services for the government, (v) assess civil servants capability to implement related projects; (vi) assessment of information flows among the government institutions IT issue and (vii) conduct an e-procurement feasibility study.

IV. EXECUTION PLAN AND INSTITUTIONAL ASPECTS

- A. **The executing agency and organization for program's implementation**
- 4.1 The executing agency will be the Ministry of Home Affairs. The Ministry of Finance will coordinate with the Ministry of Home Affairs administrative matters related to the implementation of the procurement component. The structure for execution is summarized below.
 - 4.2 The project will be executed by line agencies that the government will strengthen, with the support a Project Coordinating Unit (PCU) and appropriate consultants to handle the additional project-specific activities. The PCU will be created under the Minister of Home Affairs. The PCU will be headed by a project coordinator to whom three tasks managers, (one for each component), will report. The Minister of Home Affairs will appoint the task managers responsible for civil service and civil register, and the Minister of Finance will appoint the one responsible for procurement. These personnel will liaise with working groups at MHA, CBB and MOF involved in either preparation of the project or carrying out functions related to the project's activities. Support staff will complement the manning of the PCU. The cost of personnel for the PCU will be covered by the project. Appointments

of the project coordination and the tasks managers will be done prior consultation with the Bank.

- 4.3 The PCU will be responsible for: (i) proposing the project's operational annual plan to the ministers of Home Affairs and Finance; (ii) Preparing TOR for consultancies; (iii) identifying and contracting consultants, and monitoring contract compliance; (iv) accounting and submitting fund replenishment requests to the Bank; (v) ensuring the coordination and collaboration of relevant governmental agencies with the consultants; (vi) ensuring the compliance with contractual conditions with the Bank and the timely presentation of required technical and financial reports; and (vii) serving as a liaison with the Bank.
- 4.4 This project has been designed to be implemented in parallel and to complement the components and activities of the Bank's technical cooperation (TC-98-11-078) which will assist the Steering Committee for Public Sector Reform in the definition of the public sector reform road map for medium and long term public sector modernization. Consequently, the PCU, through the Ministers of Home Affairs and of Finance, will inform and consult the Steering Committee for Public Sector Reform on major plans and milestones of the project in order to ensure co-ordination and coherence with the development of a road map.

B. Execution and disbursement schedule

- 4.5 The project execution period will be 42 months and the disbursement period will be 48 months.

V. SOCIAL AND ENVIRONMENTAL ISSUES

- 5.1 Given the nature of the program, involving institutional reforms and minor remodeling of selected government offices, the activities to be financed in this program will not have negative direct environmental or social effects. Studies on environmental policies and social safeguards have been included in the TC-98-11-078, which is going to be implemented in parallel and in close coordination with this project.

VI. SPECIAL ISSUES

A. Government capacity for ensuring sustainable reforms

- 6.1 The experience in Suriname shows that institutional and technical improvements of the public sector reforms may be slowed down or abandoned over time for lack of technical expertise in the Government. The strong willingness of the Ministries for developing the reforms proposed in this project and thorough training following reform efforts would increase the feasibility and sustainability of the new institutional setting. Also, the consistency with the strategies and policies that

will be defined by the road map for public sector reform is intended to provide additional viability and sustainability to the project outputs and outcomes.

B. Challenges for coordinating the project with the Road Map for Public Sector Reform

- 6.2 The coordination of the project with the strategy of the Road Map is a key for its success. The experience shows that coordination is not always achievable. The reporting and consultation of main aspects of the project implementation to the Steering Committee for Public Sector Reform created by the President should improve the synergies and coherence between both projects.

C. Sequencing of civil service reform

- 6.3 Drafting of the personnel act and all associated legal documents could pose a threat to the process of civil service reform if relevant stakeholders needed to ensure broad consensus for the long-term objectives of the said reform perceive the draft act as harmful. However, the Government is committed to pursue a broad dialogue on this issue, the civil service union has expressed its agreement with advancing legal reforms and the draft will be part of the support materials to be discussed by the national dialogue on long-term public sector reform (Road Map) supported by the parallel operation TC-98-11-078.

VII. COSTS

- 7.1 The total estimated cost of the program would be US\$6,250,000. The Bank will finance up to US\$5,000,000 of the costs of the project under the modality of Institutional Sector Facility. The local counterpart of US\$1,250,000 represents 20% of the operation.

VIII. PREPARATION STATUS, ACTION PLAN AND PRELIMINARY INDICATORS

A. Preparation Status

- 8.1 The project team has conducted two missions to the country and worked closely with the governmental agencies involved in the program through two Bank's specialists based in the country office. Relevant information is available to proceed with the preparation of the project document once the Bank approves the profile.

B. Action Plan

- 8.2 The Bank will provide support for the contracting of two specialists in order to prepare: (i) a loan operational manual; and (ii) a plan of operations for the first year, so as to reach eligibility and initiate start-up activities as soon as possible,

once the project is approved. Both tools will be developed in close coordination with the Government and should be completed before the project is approved. The Government will appoint technical staff for the implementation of the project, one team for each of the components, by the time the operational manual and the plan of operations for the first year are defined.

C. Preliminary Indicators

- 8.3 The project will achieve its outcome objectives if: (i) civil service performance improves within five years after the project is launched; (ii) administrative control and follow up of civil service by the Ministry of Home Affaires improves within three years after the project is launched; (iii) human resource staff perform their tasks efficiently and apply the official human resource strategy consistently within three years after the project is launched; (iv) civil registry is provided in a timely, secure and efficient manner to the public within three years after the project is launched; (v) the country benefits from an efficient, effective, transparent, uniform and accountable procurement system that produces significant savings to the public sector within three years after the project is launched; and (vi) the country is ready to upgrade to e-government and e-procurement within 5 years after the project is launched.